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ABSTRACT

The instructor's guide is part of a series designed to help project directors in the management of Alcohol Safety Action Projects (ASAP) through management workshops. Workshops will discuss certain phases of the ASAP including National Highway Traffic Safety Administration (NHTSA) organizational and supportive efforts, countermeasures, administration, and evaluation projects. A checklist for conducting the workshop is provided in the form of suggestions for activities before, during, and after the workshop. Five units for workshop training suggest teaching units concerned with the following areas: NHTSA countermeasures programs, countermeasures, administrative support, evaluation, and workshop summary. Each unit provides outlined information on the type of presentation, time allotted, training aids needed, references, objective, and suggested instructor aids. A summary of responses from 25 participants in a previous ASAP workshop is included. (EC)

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Instructor's Guide

Management Workshop for Alcohol Safety Action Project

OFFICE OF ALCOHOL COUNTERMEASURES
TRAFFIC SAFETY PROGRAMS

National Highway Traffic Safety Administration
Department of Transportation

CE 005 116

Prepared by

HUMAN RESOURCES RESEARCH ORGANIZATION (HumRRO)
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CONTENTS

	Page
COURSE OUTLINE	1
SAMPLE SCHEDULE	3
SUGGESTED CONTENT	6
Section I - Plan for the Workshop	6
Section II - Administrative Instructions	8
Section III - Workshop Training Units	11
Section IV - Workshop Outlines - Instructional Unit Groupings	14
Section V - Workshop Materials	25

COURSE OUTLINE

Workshop Training Unit	Sub-Unit	Title	Workshop Hours
1. NHTSA Countermeasures Program	1-1	Introduction and National Program	½
	1-2	Research and Development	2½
	1-3	Public Education	1
	1-4	Liaison - Public and Private Organizations	½
	1-5	National Evaluation	1
	1-6	Legislative Program	1
	1-7	Project Director Discussion of Projects and Problems	2
	1-8	State and Community Programs	½
	1-9	Systems Approach to Detailed Plan	1
2. Countermeasures	2-1	Law Enforcement Countermeasures	1½
	2-2	Judicial and Legislative Countermeasures	2
	2-3	Public Education Countermeasures	1½
	2-4	Rehabilitation Countermeasures	2

Workshop Training Unit	Sub-Unit	Title	Workshop Hours
2. Countermeasures *(Continued)*	2-5	Licensing and Registration Countermeasures	2
3. Administrative Support	3-1	Contract Technical Manager's Role	1
	3-2	Contract Administration	1½
	3-3	Financial Administration	1½
4. Evaluation	4-1	Evaluation Aspects of the Detailed Plan	¾
	4-2	Action and Evaluation	¾
	4-3	Roadside and Household Surveys	1
5. Workshop Summary	5-1	Critique and Evaluation	1½
	5-2	Workshop Summary	1

SAMPLE SCHEDULE

First Day

8:30 a.m.	Convene
8:30 - 9:00	1-1 Introduction and National Program
9:00 - 10:00	1-2 Research and Development
10:00 - 10:30	Coffee Break
10:30 - 12:00	1-2 Research and Development (Continued)
12:00 - 1:30	Lunch
1:30 - 2:30	1-3 Public Education
2:30 - 3:00	1-4 Liaison - Public and Private Organizations
3:00 - 3:30	Coffee Break
3:30 - 4:30	1-5 National Evaluation
4:30 - 5:30	1-6 Legislative Program

Evening

7:30 - 9:30 p.m.	1-7 Project Directors' Discussion of Projects and Problems

Second Day

8:30 a.m.	Convene
8:30 - 9:00	1-8 State and Community Programs
9:00 - 10:00	1-9 System Approach and Detailed Plan
10:00 - 10:30	Coffee Break
10:30 - 12:00	2-1 Law Enforcement Countermeasures
12:00 - 1:30	Lunch
1:30 - 3:30	2-2 Judicial and Legislative Countermeasures
3:30 - 4:00	Coffee Break
4:00 - 5:30	2-3 Public Education Countermeasures

Evening

7:30 - 9:30	2-4 Rehabilitation Countermeasures

Third Day

8:30	Convene
8:30 - 10:30	2-5 Licensing and Registration Countermeasures
10:30 - 11:00	Coffee Break
11:00 - 12:00	3-1 Countermeasure Role
12:00 - 1:30	Lunch
1:30 - 3:00	3-2 Contract Administration
3:00 - 3:30	Coffee Break
3:30 - 5:00	3-3 Financial Administration

Evening

7:00 - 7:45	4-1 Evaluation Aspects of the Detailed Plan Appendix H
7:45 - 8:30	4-2 Action and Evaluation
8:30 - 9:30	4-3 Roadside and Household Surveys

Fourth Day

8:30 a.m.	Convene
8:30 - 10:00	5-1 Critique and Evaluation
10:00 - 10:30	Coffee Break
10:30 - 11:30	5-2 Workshop Summary
11:30 - 1:30	Lunch and Departure

SUGGESTED CONTENT

Section I – Plan for the Workshop

Research has shown that excessive drinking is a causal factor in at least half of all fatal accidents. While this relationship between excessive use of alcohol and driving is well documented, there has been relatively little research on the effectiveness of countermeasures to combat the problem. The alcohol safety countermeasures program of the National Highway Traffic Safety Administration focuses on the use of specific countermeasures and the evaluation of their effectiveness in community action projects.

During the course of the workshop certain phases of the Alcohol Safety Action Program will be dealt with. These would include the NHTSA organizational and supportive efforts, countermeasures used, administrative considerations and the evaluation of the projects. Although there is a considerable body of background knowledge needed by ASAP leaders to thoroughly understand and to be able to explain the countermeasure program, there is also a lack of specific answers concerning which countermeasures in which specific combinations would be effective. The workshop should, therefore, emphasize the exchange of ideas and thoughts on the projects so as to tap the resources of varied management experiences and know-how, which the participants have gained in their projects, and which they bring to the workshop.

The format of the workshop will encourage discussion led by several different workshop members who have pertinent experience and knowledge in subject areas, particularly current developments in these areas. It is recommended that instructors for the workshop be individuals who are actually responsible for, or actively involved as general supervisors or managers of, particular aspects of the ASAP program. In addition to serving usefully as an instructor resource, they will also learn a great deal more about the program while serving in this capacity. It has also been found that, although this type of instructor may be lacking in teaching fundamentals, they more than make up for this lack by the

knowledge and practical experience of the alcohol safety action program which they introduce into the workshop proceedings. Acceptance of the instructor by the group is certainly enhanced when the attendees are aware that the instructor has done the things that he is talking about.

Attendees should be required to read the *Handbook for Project Directors*, Alcohol Safety Action Projects, and the *ASAP Evaluation Manual*, prior to the workshop.

Section II – Administrative Instructions

The development and conduct of a management workshop for alcohol safety action project leaders requires planning and forethought. It is, therefore, essential that an individual be specifically detailed to handle the many details which need to be accomplished before, during, and after the workshop.

The individual assigned to develop and conduct a workshop would need to develop some type of checklist to adequately monitor the details, depending of course upon the scope, size, time constraints, and other factors related to the workshop. The checklist used might include such items as:

Before the Workshop

Determine time and place for workshop

Notify workshop leaders and attendees

Secure biographical information about workshop leaders and attendees

Insure sufficient time for notification

Assign topics and information desired from workshop leaders

Prepare handouts when needed, having extra copies available

Obtain outline of leaders' presentations

Determine leaders' needs for training aids and equipment

Insure arrangements made for leaders to include financial matters

Provide attendees with all information known about workshop:

- Schedules
- Room accommodations
- Meal arrangements
- Costs
- Travel arrangements
- Location
- Times and places for sessions
- Limitations on dependents
- Any other conditions

Obtain name tags and table signs for attendees

Determine costs for workshop session accommodations

Secure services needed for workshop:

- Accommodations
- Refreshments
- Microphones, projector, viewgraph, screen
- Table and room arrangements appropriate to session projectors
- Training aids—film, handouts, slides, blackboard
- Communication, extension cords, etc.
- Operators of equipment
- Clerical assistance, typewriter
- Staff assistance for arrangements

Prepare registration card

Secure workshop clerical assistance

Insure training aids set up ahead of time for session

Insure availability of copy reproduction capability

Have extra supplies available—paper, pencils, paper clips, stapler, etc.

Provide lists of workshop participants, positions held, and his community

Prepare workshop evaluation and critique forms

Make arrangements to record sessions

Prepare information brochure for attendees to include schedule, paper, pencils, information materials

During the Workshop

Supervise clerical staff in preparation of registration cards, greeting and hand out of information brochures.

Set up tables and arrange rooms for sessions.

Make arrangements for notification of telephone calls received.

Arrange master of ceremonies for program.

Maintain reasonable complicance with time schedule.

Provide means of notifying attendees of changes in program.

Post room schedules conspicuously

Coordinate all schedule matters with hotel staff.

Meet and greet leaders arriving for day or single sessions.

Prepare copies of materials as required by workshop leaders.

Insure that training aids and equipment are available when needed.

Assist hotel staff in providing most desirable room temperature.

Insure coffee is provided for coffee breaks on a timely basis.

Advise hotel staff of any schedule changes affecting meal or coffee break times.

Record all sessions unless "off the record."

Provide clerical assistance to type and prepare materials needed by workshop leaders.

Distribute new materials as available.

Insure evaluation and critique forms completed by attendees.

Make available transportation information and schedules.

After the Workshop

Collect and secure equipment and materials

Check with hotel staff on any problems before departure.

Prepare summary of workshop evaluation critique.

Assemble proceedings of workshop and distribute to attendees.

Prepare and send letters of appreciation to workshop leaders.

Arrange for payments of fees required for workshop services—hotel, consultants, other costs.

Maintain contact with hotel staff until all workshop matters are resolved.

Section III - Workshop Training Units

Unit 1 — NHTSA Countermeasure Program

Unit 2 — Countermeasures

Unit 3 — Administrative Support

Unit 4 — Evaluation

Unit [illegible] — Workshop Summary

Unit 1 - NHTSA Countermeasures Program

A. Training Objective: Attendee must be able to describe the National Highway Traffic Safety Administration program and to apply NHTSA requirements and research developments in the Alcohol Safety Action Project.

B. Instructional Unit Groupings

1-1 Introduction and National Program

1-2 Research and Development

1-3 Public Education

1-4 Liaison - Public and Private Organization

1-5 National Evaluation

1-6 Legislative Program

1-7 Project Director Discussion of Projects and Problems

1-8 State and Community Programs

1-9 System Approach and Detailed Plan

Unit 2 - Countermeasures

A. Training Objective: Attendee must know the essential characteristics of specific countermeasures in the Alcohol Safety Action Project.

B. Instructional Unit Groupings

2-1 Law Enforcement Countermeasures

2-2 Judicial and Legislative Countermeasures

2-3 Public Education Countermeasures

2-4 Rehabilitation Countermeasures

2-5 Licensing and Registration Countermeasures

Unit 3 - Administrative Support

A. Training Objective: Attendee must know and be able to apply NHTSA administrative, contracting and fiscal management procedures in the ASAP.

B. Instructional Unit Groupings

3-1 Contract Technical Manager (CTM)

3-2 Contract Administration

3-3 Financial Administration

Unit 4 - Evaluation

A. Training Objective: Attendee must know evaluative criteria and NHTSA evaluative data requirements.

B. Instructional Unit Groupings

4-1 Evaluation Aspects of the Detailed Plan

4-2 Action and Evaluation

4-3 Roadside and Household Surveys

Unit 5 - Workshop Summary

A. Training Objective: Attendee must know the goals and objectives of the ASAP program.

B. Instructional Unit Groupings

5-1 Evaluation and Critique

5-2 Workshop Summary

Section IV – Workshop Outlines - Instructional Unit Groupings

An outline is shown for each instructional unit grouping of the five workshop training units. The outline contains the subject of the unit, time allotted, the type of presentation, training aids to be used, references, objective and instructor aid provided.

The subject, speaker, and page number of the *Proceedings of Management Workshop for Alcohol Safety Action Project Leaders* is cited under Instructor Aids for each instructional unit grouping of the instructor guides. These will be found in Section V - Workshop Materials.

1—NHTSA Countermeasures Program

Unit 1-1: Introduction and National Program

Type of Presentation:	Lecture
Time Allotted:	30 minutes
Training Aids:	None
References:	Chapter 1, Handbook for Project Directors, ASAP
Objective:	Attendee must be able to describe the NHTSA National program and know the support provided to the ASAP's.
Instructor Aids:	Introduction to Workshop - Mr. Willard Y. Howell National Program - Mr. Gerald Holiber

Unit 1-2: Research and Development

Type of Presentation:	Lecture Discussion
Time Allotted:	2½ hours
Training Aids:	Slide projector Viewgraph
References:	Chapter 1, Handbook for Project Directors, ASAP Chapter III, ASAP Evaluation Manual Handouts, Instructor Aids
Objective:	Attendee must have knowledge of the research and development efforts at the national level in support of the ASAP.
Instructor Aids:	R&D - Dr. Robert Voas Chemical Testing - Dr. Fred Barrington Identification of Problem Drinkers - Dr. Rudolph Mortimer Current Program for DWI Personnel, U.S.C. - Santa Monica Project - Dr. Harold Sackman

Unit 1-3: Public Education

Type of Presentation:	Lecture
Time Allotted:	1 hour
Training Aids:	None
References:	None
Objective:	Attendee must know the key elements of the NHTSA public education program.
Instructor Aids:	Public Education - Dwight Fee

Unit 1-4: Liaison - Public and Private Organizations

Type of Presentation:	Lecture
Time Allotted:	30 minutes
Training Aids:	None
References:	Appendix I, Handbook for Project Directors, ASAP
Objective:	Attendee must know the essential elements of the NHTSA program of liaison with public and private organizations in support of ASAP.
Instructor Aids:	Liaison—Public and Private Organizations - Mr. William Foulis

Unit 1-5: National Evaluation

Type of Presentation:	Lecture
Time Allotted:	1 hour
Training Aids:	None
References:	Chapter 6, Handbook for Project Directors, ASAP ASAP Evaluation Manual
Objective:	Attendee must know the essential goals and objectives of national evaluation in relation to the ASAP.
Instructor Aids:	National Evaluation - Mr. Alfred Crancer

Unit 1-6: Legislative Program

Type of Presentation:	Lecture
Time Allotted:	1 hour
Training Aids:	None
References:	None
Objective:	Attendee must know the key elements of the NHTSA legislative program and the realtionship to the ASAP.
Instructor Aids:	Legislative Program - Mr. Marvin Wagner

Unit 1-7: Project Director Discussion of Projects and Problems

Type of Presentation:	Discussion Seminar
Time Allotted	2 hours
Training Aids	None
References:	None
Objective:	Attendee should be able to recognize the similarities and differences in projects, and problems encountered, and be able to apply suggested solutions.
Instructor Aids:	Project Director's Descriptions of New Projects - 11 New Project Directors
	ASAP Leaders Experience Seminar - Mr. Richard Williams
	Mr. Lyle Filkins
	Mr. Fred Wileman
	Mr. William Farr
	Mrs. Lois Whitley

Unit 1-8: State and Community Program

Type of Presentation:	Lecture
Time Allotted:	30 minutes
Training Aids:	None
References:	Chapter 1, Handbook for Project Directors, ASAP

Unit 1-8: State and Community Program *(Continued)*

Objective:	Attendee must know the key elements of the State and Community Program organization and staffing in support of the ASAP's.
Instructor Aids:	State and Community Programs - Mr. Herschel V. Hawley

Unit 1-9: System Approach and The Detailed Plan

Type of Presentation:	Lecture
Time Allotted:	1 hour
Training Aids:	Viewgraph
References:	Chapter 4, Handbook for Project Directors, ASAP
Objective:	Attendee must be able to prepare a detailed plan based upon NHTSA format of requirements.
Instructor Aids:	The ASAP Detailed Plan - Mr. Ernest E. Personeus

2—Countermeasures

Unit 2-1: Law Enforcement Countermeasures

Type of Presentation:	Lecture and Discussion Question and Answer
Time Allotted:	1 1/2 hours
Training Aids:	Slide Projector Viewgraph
References:	Chapter 3, Handbook for Project Directors, ASAP
Objective:	Attendee must know the essential characteristics of law enforcement countermeasures.
Instructor Aids:	Law Enforcement Support of ASAP — Mr. Martin Puncke

Unit 2-2: Judicial and Legislative Countermeasures

Type of Presentation:	Lecture and Discussion Question and Answer
Time Allotted:	2 hours
Training Aids	Slide Projector Viewgraph
References:	Chapter 3, Handbook for Project Directors, ASAP
Objective:	Attendee must know the essential characteristics of the judicial and legislative countermeasures.
Instructor Aids:	Judicial Support of ASAP — Mr. George Brandt The Adjudication System — Mr. Kent Joscelyn

Unit 2-3: Public Education Countermeasures

Type of Presentation:	Lecture and Discussion Question and Answer
Time Allotted:	1 1/2 hours
Training Aids:	Slide Projector Viewgraph
References:	Chapter 3, Handbook for Project Directors, ASAP

Unit 2-3: Public Education Countermeasures *(Continued)*

Objective:	Attendee must know the essential characteristics of public education countermeasures.
Instructor Aids	Public Education — Mr. Dwight Fee

Unit 2-4: Rehabilitation Countermeasures

Type of Presentation:	Lecture and Discussion Question and Answer
Time Allotted:	2 hours
Training Aids:	Slide Projector Viewgraph
References:	Chapter 3, Handbook for Project Directors, ASAP
Objective:	Attendee must know the essential characteristics of the rehabilitation countermeasures.
Instructor Aids:	The Current Status of Treatment — Dr. Maxwell Wiseman Panel on Rehabilitation and NIMH Support — Mr. Herschel V. Hawley Mr. Jack Pendleton Dr. Michael Roan Dr. William Potter

Unit 2-5: Licensing and Registration Countermeasures

Type of Presentation:	Lecture and Discussion Question and Answer
Time Allotted:	2 hours
Training Aids:	Slide Projector Viewgraph
References:	Chapter 3, Handbook for Project Directors, ASAP
Objective:	Attendee must know the essential characteristics of the licensing and registration countermeasures.
Instructor Aids:	Driver Licensing — Mr. Richard Cook

3—Administrative Support

Unit 3-1: Contract Technical Manager's Role

Type of Presentation:	Lecture
Time Allotted:	1 Hour
Training Aids:	None
References:	Chapter 2, Handbook for Project Directors, ASAP
Objective:	Attendee must know the role of the Contract Technical Manager and the NHTSA Regions of the ASAP.
Instructor Aids:	Contract Technical Manager's Role - Mr. Herschel V. Hawley

Unit 3-2: Contract Administration

Type of Presentation:	Lecture and Discussion Question and Answers
Time Allotted:	1½ Hours
Training Aids.	None
References:	Chapters 2 and 4, Handbook for Project Directors, ASAP.
Objective:	Attendee must be able to use NHTSA contract administration procedures in the management of the ASAP.
Instructor Aids:	Contract Administration - Mr. Joseph Amato

Unit 3-3: Financial Administration

Type of Presentation:	Lecture and Discussion Questions and Answers
Time Allotted:	1½ Hours
Training Aids:	None
References:	Chapter 2, Handbook for Project Directors, ASAP
Objective:	Attendee must be able to prepare invoices and use NHTSA financial administration procedures in the management of the ASAP.
Instructor Aid:	Financial Administration - Mr. Harold Selinsky

4—Evaluation

Unit 4-1: Evaluation Aspects of the Detailed Plan

Type of Presentation:	Lecture
Time Allotted:	45 minutes
Training Aids:	Viewgraph
References:	Chapter 4 and Appendix H, Handbook for Project Directors, ASAP
Objective:	Attendee must be able to apply the essential evaluation requirements in preparation of the detailed plan and the ASAP quarterly progress reports.
Instructor Aids:	Evaluation Aspects of the Detailed Plan - Mr. Alfred Crancer

Unit 4-2: Action and Evaluation

Type of Presentation:	Lecture
Time Allotted:	45 minutes
Training Aids:	None
References:	ASAP Evaluation Manual Chapter 6, Handbook for Project Directors, ASAP
Objective:	Attendee must be able to understand the relationship and roles of action and evaluation in ASAP management.
Instructor Aids:	Action and Evaluation - Dr. B.J. Campbell

Unit 4-3: Roadside and Household Surveys

Type of Presentation:	Lecture Discussion
Time Allotted:	1 Hour
Training Aids:	Slide Projector
References:	Chapter XIV, ASAP Evaluation Manual
Objective:	Attendee must have an understanding of the use of roadside and household surveys and be aware of some of the difficulties in completing them.

Instructor Aids:

Roadside Surveys - Charlotte Mecklenburg, N.C.
Mr. Richard Williams

Washtenaw County, Michigan
Mr. Lyle Filkins

5—Workshop Summary

Unit 5-1: Critique and Evaluation

Type of Presentation:	Evaluation Form Completion Discussion
Time Allotted:	1½ Hours
Training Aids:	None
References:	None
Objective:	To assess attendee ability to meet the training objectives and to provide an evaluation of the workshop content and emphasis.
Instructor Aids:	Airlie House ASAP Workshop Critique Form Airlie House ASAP Workshop Critique Summary

Unit 5-2: Workshop Summary

Type of Presentation:	Lecture Discussion
Time Allotted:	1 Hour
Training Aids:	None
References:	None
Objective:	Attendee must know the goals and objectives of the ASAP program.
Instructor Aids:	Workshop Summary - Mr. William Y. Howell

Section V - Workshop Materials

1. Proceedings of Managerial Workshop for Alcohol Safety Action Project Leaders
2. Airlie House ASAP Workshop Critique Form
3. Airlie House ASAP Workshop Critique Summary

ASAP Workshop Critique

Name (optional): _____

Position: Proj. Dir. ( ) Eval. ( ) Region ( ) Other ( )

Please use the attached sheets for your comments and answers. Remember to identify your answers with the appropriate number.

1. What is your general reaction to the workshop concerning:
   (a) Content
   (b) Length
   (c) Quality of presentations
   (d) Organization
   (e) Administration
   (f) Location
2. Did you find the group planning sessions to be helpful? Comments.
3. What recommendations do you have for future workshops for new projects, or for all projects?
4. Do you feel this was the most useful time to hold the workshop with respect to initiation of your project?
5. Have you read the *ASAP Evaluation Manual*?
6. What parts of the *Evaluation Manual* do you feel are most useful to you in your project?
7. What additions (in your opinion) would make the *Evaluation Manual* more useful?
8. What parts of the *Evaluation Manual* do you disagree with and why?
9. Have you read the *Handbook for Project Directors*?
10. What areas covered by the handbook do you feel require further elaboration? Why?
11. What part or parts of the handbook were of most value to you?
12. Any additional comments, suggestions, on any aspects of the Alcohol Safety Action Program.

Summary of ASAP Workshop Critique

(25 Responses)

1. General Reaction

   a. Content

      Satisfactory - 6

      Good - 13

      Excellent - 6

   b. Length

      Satisfactory - 9

      Too long - 16

   c. Quality

      Poor - 1

      Satisfactory - 12

      Good - 7

      Excellent - 5

   d. Organization and Administration

      Satisfactory - 9

      Good - 11

      Excellent - 5

   e. Location

      Poor - 5

      Satisfactory - 8

      Good - 6

      Excellent - 6

2. Group Planning Session Helpful

      Yes - 11

      No - 14

3. Recommendations for Future Workshops

None - 6

Earlier - 3

Separate Evaluations - 2

More participation by Project Directors and Evaluators - 4

Miscellaneous Responses - 6

4. Timing of Workshop

No Comment - 4

Earlier - 6

Best time - 15

5-8. ASAP Evaluation Manual Read

Yes - 17

No - 4

Partly - 4

Most Useful

All OK - 6

No Comment - 4

Appendix B - 2

Chapter IV - 2

Miscellaneous - 7

Need Coverage

All OK - 4

No Comment - 6

More data specified by DOT - 2

Miscellaneous - 9

9-11. Handbook for Project Directors Read

Yes - 16

No - 4

Partly - 5

Most Value

All OK - 5

No Comment - 7

Chapter IV - 3

Chapter II - 3

Scope of Program - 3

Need Coverage

All OK - 3

No Comment - 9

Miscellaneous - 9

12. Additional Comments, Suggestions on ASAP

Concern for evaluation and the requirements for reporting levied by OAC - 7

Need for National Newsletter and Report Information ASAP's - 3

Conference location complaints - 3

Formal papers on subjects discussed at Workshop needed

Involve Governor's Representative more

Contract Technical Manager on site more

Lecturer's should assume greater level of competence of participants

Will decentralization to Regions help reimbursement?

Time limits for planning limited and rigorous

Impressed with OAC effort